MARK WILSON

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ORGANISATION TRANSFORMATION, PROGRAMME AND CHANGE MANAGEMENT

Deep experience in organisation transformation management, programme management, IT management, and consulting experience across a wide range of government agencies and industries.

Over two decades of experience leading change from technical/transactional driven change through to comprehensive organisation driven transformation. My approach to work is based on eight principles.

1. **Understand the purpose.**
   Success comes from understanding the vision, experience, and outcomes, not just the deliverables, sought from a change initiative and an understanding from the outset of how success that will be measured, it's alignment with the organisation's strategies and how progress will be monitored.
2. **Understand the execution constraints.**
   The investment/budget, resources, quality standards and time.
3. **Understand the culture.**
   Work out the cultural context and objectives, what changes and how that will be accomplished.
4. **Identify the people; those who are affected and how they can be involved.**
   Identify the people and teams that are impacted, the nature of the impact and how it can be handled.
5. **Make room; what are the business-as-usual matters that need addressing to release capacity and capability.**
   Change requires additional effort on top of business as usual. It's necessary to "make room" for the work and it might be necessary to "fix" some things associated with the change initiative first.
6. **Establish the methodology framework(s) to use.**
   I integrate organisation change management with project and programme management methodologies to ensure an effective and permanent change.
7. **Build the technology infrastructure(s) and processes.**
   Address the underlying processes and technology requirements.
8. **Transfer to and adoption by BAU, outcomes realisation and purpose achievement.**
   Optimise the adoption of the change by BAU (both operations and support functions).

Early years were spent in accountant roles (private and chartered). That provided a solid grounding in Finance, Payroll, Risk, Asset Management, etc.) and a focus on business perspectives that has remained central throughout my career. Following this were digital roles from IT/systems management through to software development management, delivery, and consulting. I'm experienced with on-prem, hosted and SaaS digital infrastructures.

I am experienced in a number of industries (government services and councils, manufacturing, utilities, fast moving consumer goods, food and beverage, primary industry, transport, consulting), and have worked throughout New Zealand and in Australia.

AREAS OF EXPERTISE

- Organisation Transformation Management
- Change management (ADKAR)
- PMO, Portfolio, Programme, and Project management
- Governance
- HPHE (High Performance, High Engagement) facilitation
- Methodologies (Waterfall, Agile, PMP & PRINCE2)
- Project rescue
- Management Consulting
- Finance
- Manufacturing

- Business processes definition and modelling
- Core business/ERP implementation
- Business systems and application development
- Supply chain management
- Systems integration
- RFIs and RPFs
- Commercial contract management
- Account Management
- Solution delivery management
- IT management
- Leadership

PROFESSIONAL EXPERIENCE

Foodstuffs South Island

Mch 2023 – Sept 2023

Programme Manager on Payroll and Roster
This programme deployed a replacement of PayGlobal with SAP Success Factors, and Workforce Management rostering to 55 store/Markets (Pak 'n Save and New Worlds). I was engaged for the review and correction of deployment. A 10-point plan was developed which included:
- Reestablishment of governance, plus roles & responsibilities
- Revised delivery team restructure, with roles & responsibilities
- Revision of deployment schedule and the increased confidence it was achievable
- Resourcing adjustments following detailed analysis of planned and actual effort; BAU requirements upon handover
- Complete reset of financial position (including clarification of budget, forecast and adjustments to costs to/from programme and BAU to recognise true programme costs
- Moved from a deployment focus to an outcome one

Outcome:
- Programme recovery (outcomes focus, Govn., roles, schedule, financials).

Coaching on Payroll and Roster
- Coaching of PM.

Programme Manager on Wholesale Strategy covered:
- Strategy and scope
- Schedule/Gantt
- Budget
- Business case.

Christchurch City Council (CCC)

Aug 2022 – Nov 2022

Transformation Programme Manager on Employee Experience Programme
Develop scope, assess readiness, and prepare business case.

The Employee Experience Programme (EXP) was a business led initiative to transform the employee experience at Council. Given assumptions and thinking about the future of work 10 years out, it was centred on employee experience outcomes at all stages of the employee life cycle at Council (attraction to re-engagement/alumni and including Payroll) and through layers of employee experience, culture, workflow, workplace, and the supporting technology.

It was determined that although needed, CCC didn't have the organisational capacity for such a programme.

Outcome:
- Defined future high-level employee E2E employee experience and change principles
- High level organisation readiness assessment, and organisation modelling
- Advised the sponsors the organisation not ready for the work due to other change work already underway.

Lyttelton Port Company (LPC)

Oct 2019 – Jul 2022

Transformation Programme Manager on Rostering and Fatigue Management (RaFM) programme
LPC was a company with little experience with change and one where there has been a poor (distrustful) relationship between management and employees. It had well established, and treasured by many, work practices, customs, and practice.

The RaFM Pgm. was a complex transformation programme that caused a significant change to rostering and to payroll. Rostering was in turn affected by the application of fatigue management. Both affected every employee to some extent with there being particular employee triggers, e.g., reduced likelihood of being given overtime work with union staff.

Payroll changes involved 2 technical upgrades to Pay Global, cleansing, and rationalising metadata and moving some metadata to the roster tool to ensure single source of truth was established and then able to be maintained. Role and responsibility changes were applied as well as fixes to historical configuration errors (where manual interventions had been persistently used instead of fixing the errors), and threshold based triggered reporting for operational managers and finance were established.

RaFM was made up of three projects:
- Rostering and Payroll - A new rostering system for all staff, including approx. 450 union members:
  - Significant personal and industrial relations triggers
  - New standardised processes and the separation of duties, e.g., payroll no longer approving leave
  - A new tool configured to work with LPCs very complex collective (CEA) and individual (IEA) employment agreements including Order of Utilisation requirements from completing unions
  - Integration of the rostering system and the payroll system plus various other minor systems
  - Key risks:
    - Configuration to apply complex CEAs and IEAs
    - Understaffed planner/schedulers with emotional attachments to the old techniques
    - Complex payroll rules, e.g., allowances
    - Reduction in overtime for some staff
  - Marine, Inland Ports and the Terminal were deployed without a hint of employee discord
- Fatigue Management - Definition and then implementation of a fatigue management standard across all company sites
- Presence - Complete physical security with scanning in and out of employees

The people challenges in each project were considered by management likely to lead to industrial relations issues including strikes. Due to the change approach taken and effort to build trust with the unions no people issues occurred. Each project was technically challenging and made more so by a lack of internal IT IP, a programme team made up largely on contractors and considerable technical debt.

The programme took a proactive organisation change approach. Project (Prince2) and Change Management (ADKAR) techniques were merged into an single integrated method. Additionally, HPHE techniques were used with proactive involvement of the unions in as much of the programme as possible.

Outcome:
- Defined and then created the future state rostering and fatigue management
- Transformation of rostering underpinned with new fatigue management controls
- Organisation changes in Finance, Payroll, and Operations
- New roster application and updated payroll application (complex pay, fatigue management, and allowance requirements)
- Engaged and supportive staff (mainly union members with combination of CEAs and IEAs)
- New integration technology/layer.

Transformation Programme Manager on M3/INFOR Upgrade
M3 at the Port was 17 years and several major releases out-of-date. The role, concurrent to the RaFM programme, was to upgrade M3.

Outcome:
- Developed upgrade strategy considering organisation risk, organisation capability and capacity for change, funding availability hosting (on-prem vs. SaaS).
- Evaluated M3's EAM solution, recommended adoption and prepared business case
- Recommended M3 upgrade be deferred given a change of business priorities.

| Mark Wilson Consulting | **Paternity Leave** | **May 2019 – Oct 2019** |

| Mark Wilson Consulting | **Anonymous** | **Feb 2019 – April 2019** |

Consulting on project recovery
Providing guidance on an off-track project.

Outcome:
- Rescue (outcomes, Govn., roles, schedule, financials)

Enable Networks   **Sep 2018 – Dec 2018**

Programme Manager on Implementation of Project Management Methodology and PMO Function
Formalising a hybrid waterfall/agile project methodology including:
- Developed tools for change management
- Definition of project method and various templates
- Tools for project methodology and resource management
- Training for project managers
- Development of core reporting and a dashboard for KPI monitoring
Outcome:
- Establish PMO and project methodology

Enable Networks   **Sep 2017 – Aug 2018**

Programme Manager on Implement Customer Interaction Management
Implementation of SaaS based Zendesk customer interaction manager, bespoke internal development of data store for system integration, bespoke system integration, establishing appropriate environments for testing and training, and extensive testing and training.

The project approach used Prosci's ADKAR change management framework which was integrated with a hybrid of PRINCE2 and agile project methods.

Outcome:
- Defined the future state and then transformation of customer service function
- Organisation changes in customer service
- New customer service system.

Environment Canterbury   **Jan 2017 – Jun 2017**

Programme Manager on Project Management Office implementation
Set up a PMO function focusing primarily on IT projects including
- Definition of method and various templates
- Tools for project methodology, change management and resource management
- Training for project managers.

Outcome:
- Establish PMO and project methodology

Call Centre Upgrade
Project manage upgrade of Customer Call Centre application.

Outcome:
- Upgraded call centre application.

ANZCO Foods   **Mar 2015 – Jan 2017**

Transformation Programme Manager on Health & Safety Change Programme
The change context was achieving cultural change (the right thinking, focus and action) relating to H&S and also a technical one that provides an integrated IT solution for workflow and applications. Culturally, some people needed to be moved from thinking that "we're a meat works, people get hurt.
.
The role covered:
- Defined the future state H&S culture
- Management leadership group H&S culture change

- Operational changes to engineering risk and maintenance practices
- A group-wide approach (vs. the prevailing autonomous plant-based approaches)
- Extensive plant-based risk assessment and remediation (physical changes and procedures)
- Development and implementation of critical risk controls including permit to work, working at heights, confined space, etc.
- Creation of a workflow (policies, processes, forms, registers, etc.) tool incorporating various business processes with H&S integrated within them (vs. H&S as a function/process in its own right)
- Creation of a risk tool and workflow incorporating assets register, hazard/risk assessments, controls and remediation actions
- Creation of an incident tool and workflow, integrated to the risk tool, for the recording and management of incidents
- Clear accountability; clear standards and correction acceptance criteria
- Selection and implementation of enterprise contentment management tool and a health and health and safety tool; the tools above are working models to help understanding before this stage is commenced.

Outcome:
- Transformed management leadership H&S culture to proactive removal/reduction of plant-based risk
- Organisational changes in Engineering and HR/H&S
- Extensive mechanical and procedural improvements to remove/reduce plant-base risk
- Established H&S governance and operational mechanisms for continuous improvement.

ANZCO Foods   **Nov 2014 – Feb 2015**

Transformation Programme Manager on Consolidation of Group Financial (Close and accounting)
Various activates associated post go live including:
- Comprehensive work on inventory valuation and reconciliation between plants, marketing and corporate business entities; similar exercise for sales reconciliation
- Comprehensive lessons feedback (which have been used in subsequent projects).

Outcome:
- Improved visibility and accuracy of sales and inventory values
- Coaching on techniques
- Commenced operational improvements uncovered in lessons feedback.

ANZCO Foods   **Mar 2013 – Oct 2014**

Transformation Programme Manager on Consolidation of Group Financial Function
To upgrade the ERP, migrate business units not on the ERP to it and extensive organisation change due to the ERP.
The role covered:
- Defined and then created the future state for global and shared service finance function
- Implementing global organisation change including extending shared services function
- Significant upgrade of the ERP (recovered over 17 years and two major software releases)
- Integration to related applications including plant floor systems
- NZ, AU, UK, US and EU business units
- Creation of intranet-based workflow
- Establishing data governance

Outcome:
- Defined and then created the future state for global and shared service finance function
- Global organisation transformation
- Organisation changes in Finance
- Comprehensive operational and procedural changes
- Significant technology changes

Waimakariri District Council   **Dec 2012 – Jun 2013**

Core System Replacement Project Manager
Replaced the core Council business system/ERP
The role covered:
- Complete the contract between Council and vendor

- Setup the programme to replace the core financial system with new system (OneCouncil from TechnologyOne)
- Manage until WDC decided to manage internally

Outcome:
- Completed commercials and established the programme for WDC to run.

City Care Limited   Jul 2012 – Feb 2013
Greenspace Project Manager – contract management
Completed the Greenspace contracts between CCL and CCC

Outcome:
- Completed commercials

efi (Energy For Industry)   Jul 2012 – Nov 2012
PMO Consultant
Established a PMO methodology
The role covered:
- Create a simplified methodology and tools
- Train the project managers on the methodology and the tools
- Manage the development of reporting in the executive reporting tool

Implementation of Engineering Maintenance System
Consulting on setup and configuration of MainPac.

Meridian Energy (MEL)   May 2006 – Jul 2012

PMO Manager (for ICT and MaP)
The role was a new one within the ICT business unit.
The role covered:
- Extended the MaP PMO (as below) to include ICT
- Annual portfolio value approx. $24m for ICT and $15-20M for MaP
- Added:
  o Business planning
  o Formal internal project audit

Programme Manager of FFP (Fit for Purpose) Programme
Managed the organisation wide organisation redesign. Lead by HR GM.

Earthquake Recovery Project Manager
Lead the earthquake recovery programme. This involved reestablishment of infrastructure (centre, network, etc.), applications and creation of a temporary DR site in Twizel.

PMO Manager (for MaP)
The role was a new one within the Markets and Production (MaP) business unit. MaP is responsible for the generation of electricity and the whole market trading. The role required the establishment of project portfolio management within MaP as a separate function from project delivery.
The role covered:
- Establish the function
- Develop a portfolio management tool (reporting, approvals, lessons, etc.)
- Establish various templates and processes including business case, project close and post project economic review to ensure objective measurement of project outcome intent and achievement was possible
- QA of business cases, etc.
- Arms-length assurance of project delivery
- Governance
- Monthly reporting of project portfolio to management team and Exec

- Annual portfolio value approx. $15-20M

AMM (Smart Meters) Programme Manager

This role is responsible for leading the development, planning and implementation of the Automatic Metering Management (AMM) Programme from concept stage through to its transition to operational BAU.

To effectively manage the deployment of new Smart Meters to MEL's customers in the Central Hawkes Bay and Orion Networks. This requires management of various work streams relating to:

- Transformation of meter reading and billing
- Organisation changes in Operations and Billing
- Deployment of meters (to 120000 sites) via outsourcing to Arc Innovations
- Development of various back-office systems (approx. $1.3M)
- Changes to business processes
- Transition from current meter reading and field service companies
- Transition of process ownership to operations
- Management of capital budget (approx. $3.5M)

simpl   **SIMPL Group**   **Apr 2003 – Mar 2006**

Delivery Manager & 2IC Project Services

The team consisted of 18 people, both permanent and contract staff. My role was formally responsible for all delivery and assignment / commercial matters. In addition to this I was also responsible for business development, proposals, resourcing / recruitment and I was the custodian of Simpl's Assignment Toolkit which incorporates project and SDLC methodologies as well as assignment management tools (e.g., margin calculators, contract worksheets, etc).

Delivery Manager
- Business development; proposals; client management
- Assignment Toolkit (significant enhancement to assignment and delivery methodology and tools; creation of project review methodology and project rescue methodology)
- Delivery design, management (delivery focus) and QA
- Assignment management (commercial focus)

ERP/Core System Replacement (for Simpl)
- Project Manager and Steering Committee Member
- Replacement of Simpl's core assignment, billing and financial system; CRM; knowledge & Document Mgmt

ERP Implementation
- Project Director, Reed Publishing
- First phase of this project was to rescue it

Microsoft Health Showcase
- Project Director
- Development of necessary plug and play and system adapters for collaborative solution for health showcasing Microsoft products; multiple vendors and funding via Microsoft and FRST

Vero
- Review of strategic projects

ARTA
- Project rescue

PRIOR EXPERIENCE

Data Model Consultant - RAYONIER, Auckland (Contractor)
SLA Consultant - COURIERPOST, Auckland (Contractor)
Programme Director ForestsWay3 (FRWay3) - CARTER HOLT HARVEY, Auckland (Contractor)
Senior Manager, Management Consulting - CAP GEMINI ERNST & YOUNG, Auckland
Project Manager / Senior Consultant (Financials) - INTENTIA NEW ZEALAND (INZ), Auckland
Project Manager / IT Manager - LION NATHAN, Auckland
IT Manager – CASTLEMAINE BREWERIES, Brisbane
IT Manager – PEPSI COLA, Auckland
Development Manager / IT Manager, Corporate - DOMINION BREWERIES, Auckland
Accountant - TRANSPORT NORTH CANTERBURY
Accounts - HAMER ELECTRICAL

REGISTRATIONS AND MEMBERSHIPS

Registered with PRINCE2.com
Membership with PMI.org
Registered with PROSCI.com

SKILLS

Transformation Change
Organisation Change
Programme and Project Management (PMI and PRINCE2)
ADKAR Change Management
Finance/Accounting
ERP systems including M3, Movex, ComOps, TechnologyOne
On prem and SaaS
Advanced Microsoft suite particularly Project, PowerPoint, Excel and Word
Agile Development

EDUCATION/LICENSES

Bachelor of Commerce, Majoring in Accountancy - University of Canterbury